



C U Y A M A C A

• C O L L E G E •

EQUITY, EXCELLENCE,
AND SOCIAL JUSTICE
THROUGH EDUCATION

Spring Virtual Planning Workshop

March 17, 2023

*Facilitated by the Institutional
Effectiveness Council & IESE
Office*

Presidents Welcome

Today's Agenda

- 2:00** Overview and Workshop Outcomes
- 2:10** Intro to Planning and Evaluation + Our KPIs
- 2:30** **Breakout Discussion 1 (20 minutes)**
- 2:50** Padlet: Reflections on Our Performance
- 2:55** 10-Minute Break
- 3:05** Strategic Plan Progress Highlights
- 3:30** **Breakout Discussion 2 (30 minutes)**
- 3:50** Padlet/Report-Outs
- 4:00** Recap/Next Steps

Today's Agenda

- 9:30** Overview and Workshop Outcomes
- 9:40** Intro to Planning and Evaluation + Our KPIs
- 10:00** **Breakout Discussion 1 (20 minutes)**
- 10:25** Padlet: Reflections on Our Performance
- 10:30** 10-Minute Break
- 10:40** Strategic Plan Progress Highlights
- 11:05** **Breakout Discussion 2 (30 minutes)**
- 11:35** Padlet/Report-Outs
- 11:50** Recap/Next Steps
- 12:00** Lunch

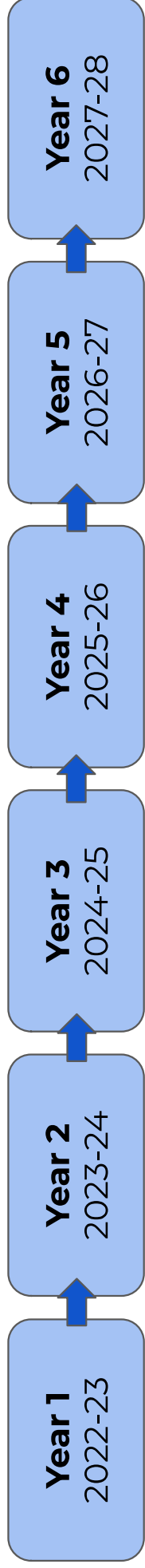
What is strategic planning?

*“A deliberate, disciplined effort to produce fundamental decisions and actions that **shape and guide what an institution is, what it does, and why it does it.**”*

*“Integrated planning **aligns efforts** both vertically (from mission to on-the-ground operations) and horizontally (across schools, departments, offices, and processes).”*

-Society for College and University Planning

2022-2028 Strategic Planning Cycle

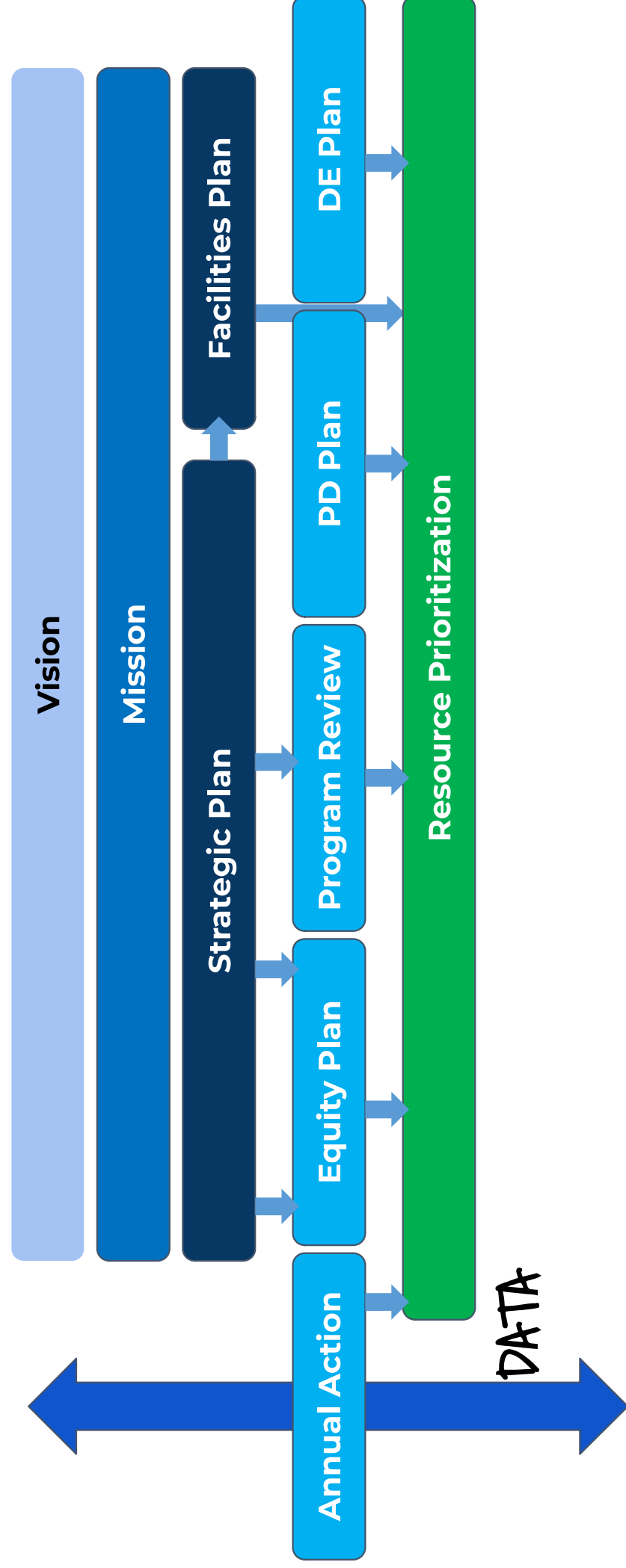


[Annual progress assessment using key performance indicators (KPIs) and identification of annual priorities]



Annual Action Plan: Identifying the What, Who, and When

Integrated Planning



Strategic Planning Goals

STRATEGIES

INCREASE EQUITABLE ACCESS

- Increase outreach, recruitment, and engagement in the community**
- Expand marketing/branding efforts to ensure relevance to communities we serve
 - Increase community partnerships

Adopt a student-centered class schedule development process

- Optimize class modalities to meet student needs

Integrate and expand outreach efforts with a pathways framework

- Increase outreach/recruitment for adult education students
- Expand CCAP/dual enrollment

ELIMINATE EQUITY GAPS IN COURSE SUCCESS

Integrate equity-mindedness and anti-racism into our courses, programs, and services

- Expand equity-minded professional development
- Develop and expand curriculum that reflects diverse backgrounds and perspectives
- Improve the student experience in distance education/hybrid learning environments as well as in-person learning environments

Expand creation and utilization of Open Education Resources (OER)

INCREASE PERSISTENCE + ELIMINATE EQUITY GAPS

Implement a pathways approach to student support by integrating instruction and student services

- Expand outreach to students who stop out
- Implement an early alert process to proactively connect students with campus resources
- Create a seamless learning and support experience for students within Academic and Career Pathways

Build a stronger sense of community among students and employees

INCREASE COMPLETION + ELIMINATE EQUITY GAPS

Establish a culture of completion

- Increase awareness among students of career education programs that lead to high-need, high-wage careers
- Increase awareness of students' own progress toward completion and next steps
- Expand in-reach efforts for students who are close to completion
- Expand peer mentoring efforts

Create clear pathways to completion that address the goals of our diverse student population

INCREASE HIRING + RETENTION OF DIVERSE EMPLOYEES

Integrate equity-mindedness and anti-racism into hiring practices

- Implement EEO program

Expand equity-minded and anti-racist professional development

Create a work culture that values employees and emphasizes employee wellbeing

- Accommodate flexible work schedules where possible
- Optimize staffing to ensure manageable workloads

Increase sense of belonging and community for employees, particularly among employees of color

And Now for the
Data...

Strategic Goal 1: Increase Equitable Access Key Performance Indicators (KPIs)

Enrollment Rate: Students Who Enroll / Students Who Apply

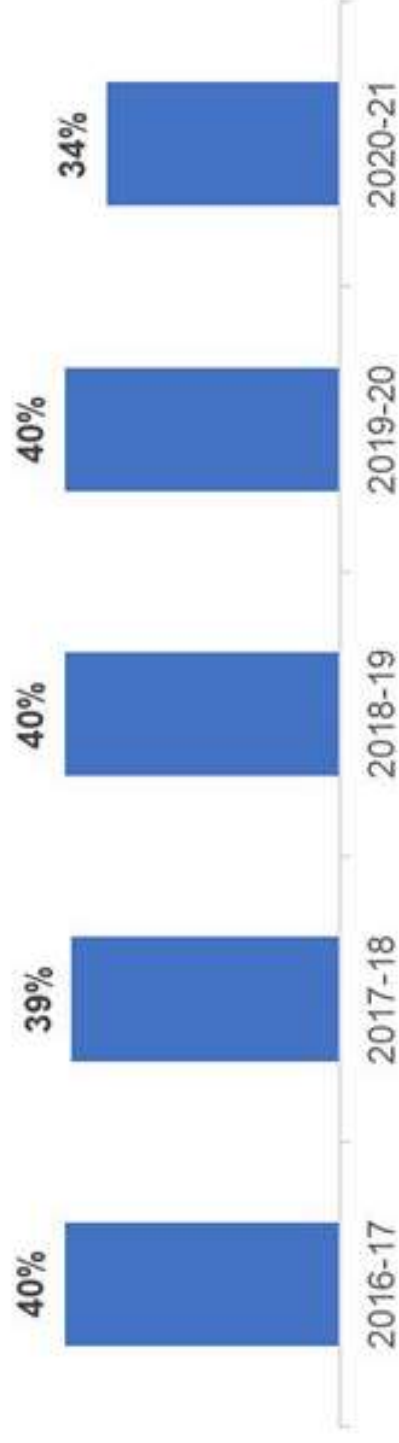
Fall Headcount: Students Enrolled as of Census

Annual Headcount: Students Enrolled as of Census (Summer, Fall, Spring)



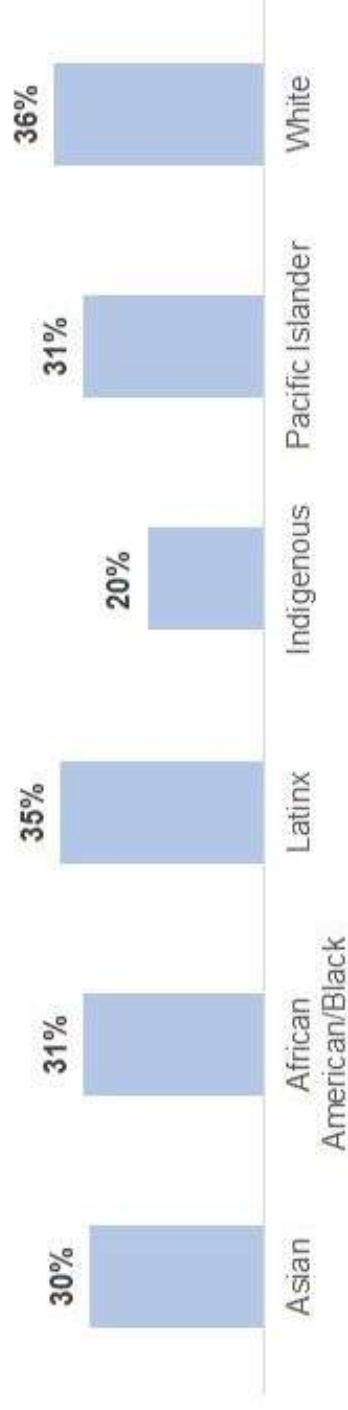
Strategic Goal 1: Increase Equitable Access **Enrollment Rate**

Enrollment Rate decreased 6 percentage points from 2019-20 to 2020-21



Strategic Goal 1: Increase Equitable Access Enrollment Rate

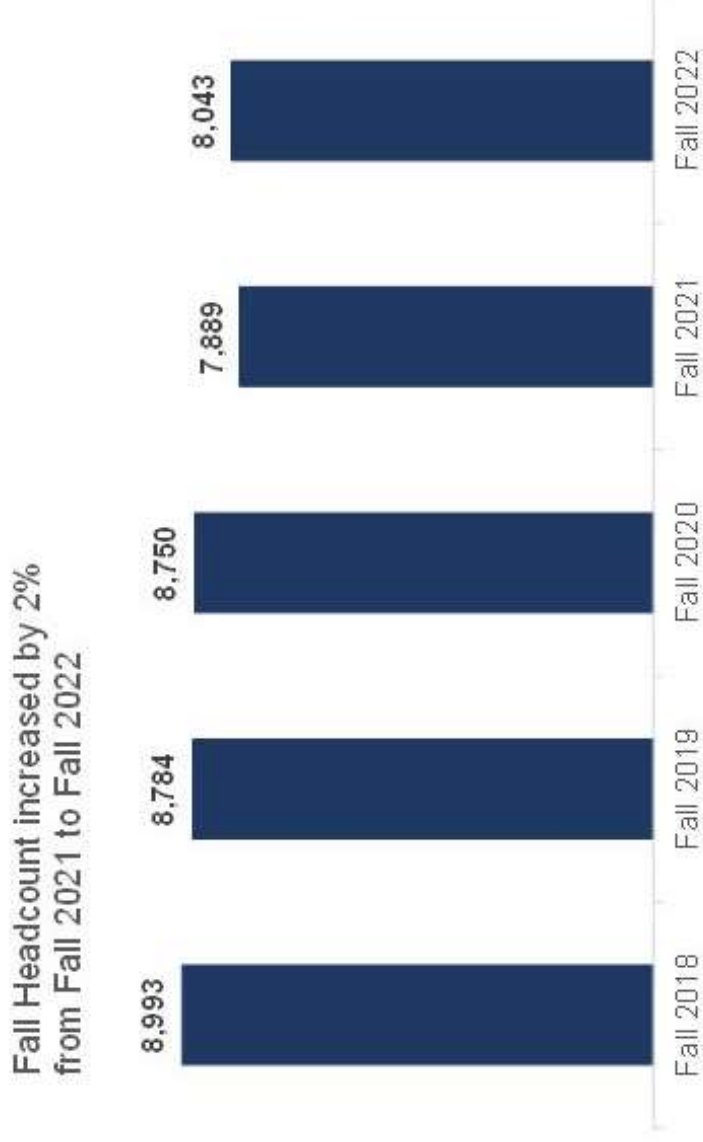
Asian, African American/Black, Indigenous, and Pacific Islander students experienced equity gaps in 2021-22



Note: This graph excludes the “two or more races,” and “unknown” categories

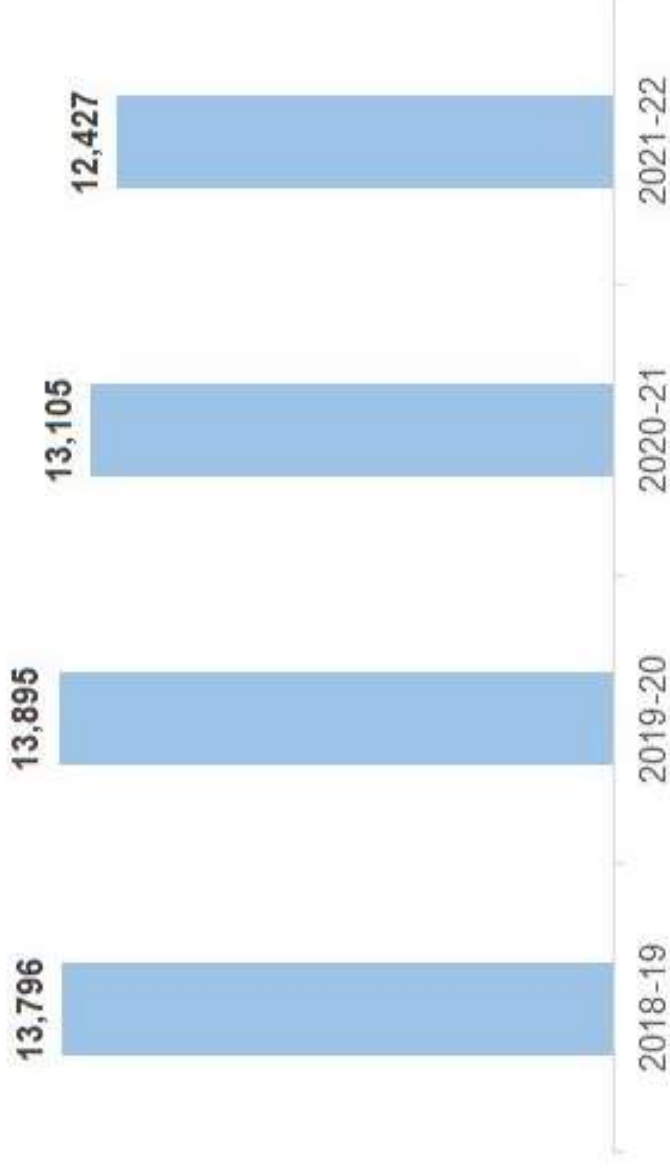
Strategic Goal 1: Increase Equitable Access

Fall Headcount



Strategic Goal 1: Increase Equitable Access Annual Headcount

Annual Headcount has decreased by 5% from 2020-21 to 2021-22



Strategic Goal 2: Eliminate Equity Gaps in Course Success **Key Performance Indicators (KPIs)**

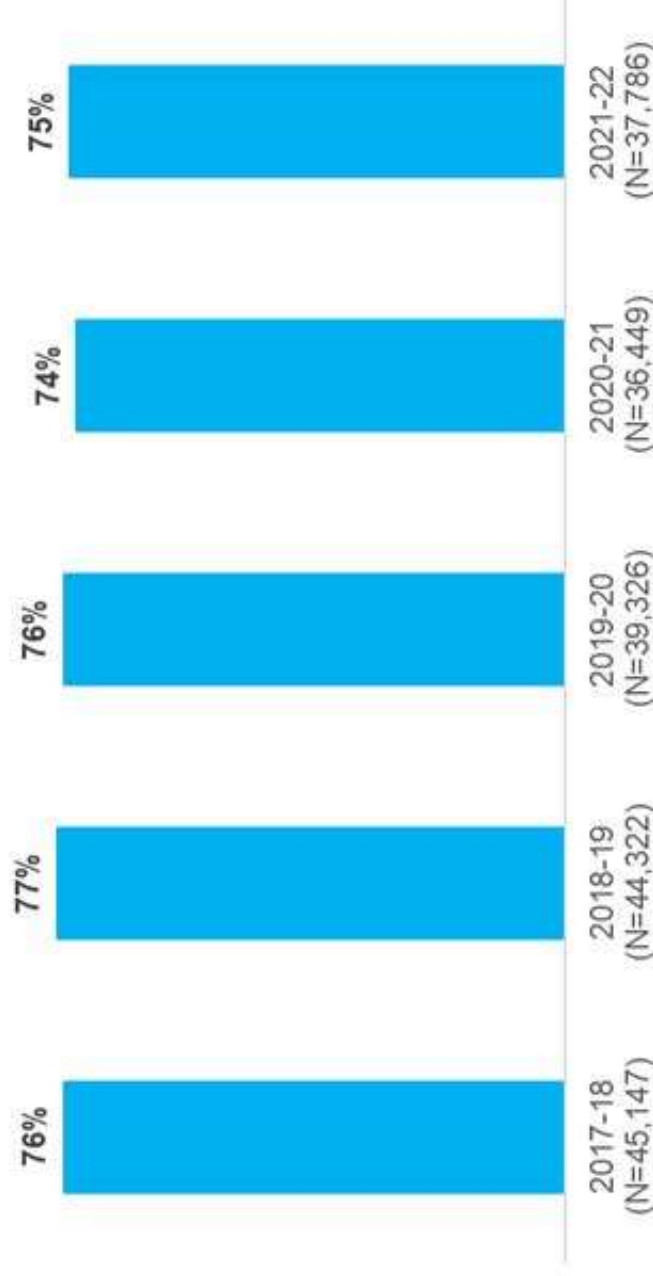
Course Success Rate: Percentage of students enrolled as of census who pass the course with an A, B, C, or P.



Strategic Goal 2: Eliminate Equity Gaps in Course Success

Overall Course Success Rate

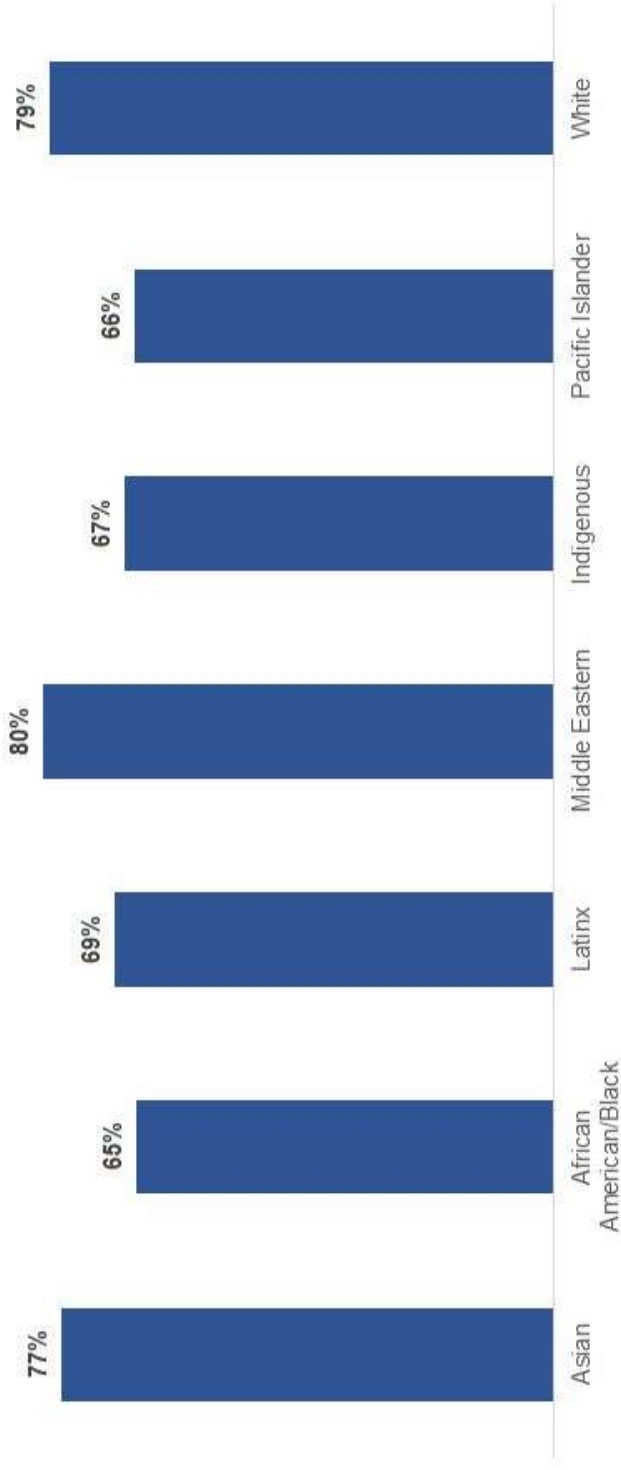
Course success rates have **remained relatively consistent** in the last five years, and increased one percentage point from 2020-21 to 2021-22



Strategic Goal 2: Eliminate Equity Gaps in Course Success

Course Success Rate by Race and Ethnicity

African American/Black, Latinx, Indigenous, and Pacific Islander students experienced equity gaps in course success in 2021-22



Note: The racially disaggregated graph excludes the “two or more races” and “unknown” categories

Strategic Goal 3: Increase Persistence & Eliminate Equity Gaps **Key Performance Indicators (KPIs)**

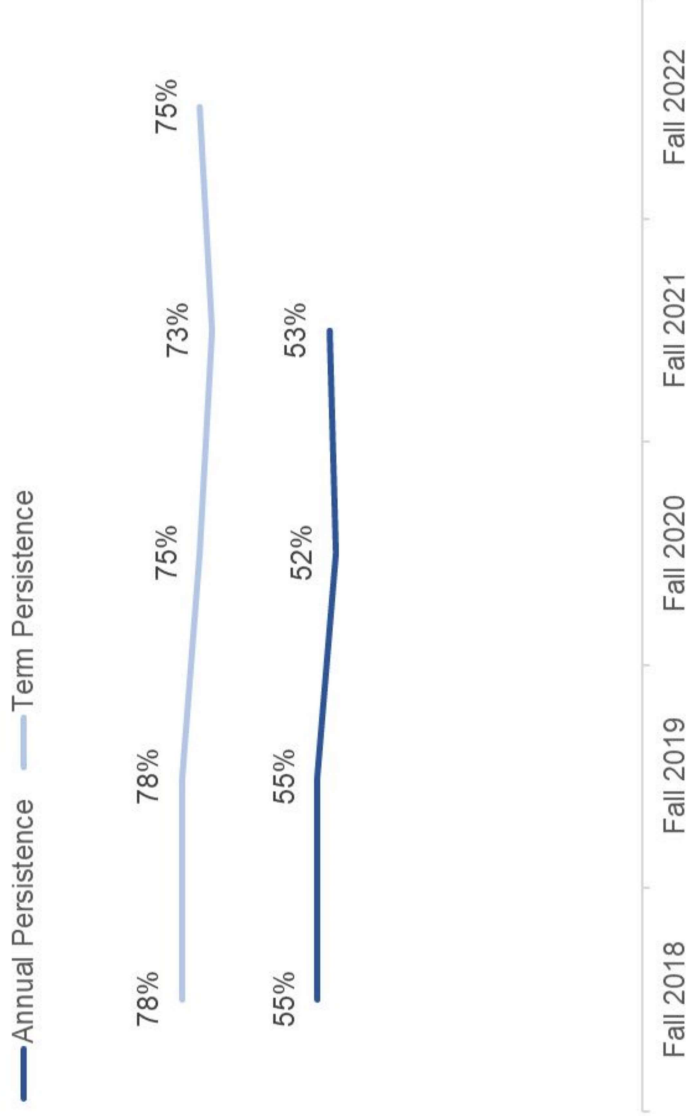
Fall-to-Fall Persistence Rate: Percentage of first-time students enrolled (as of census) in a given fall term who enroll in the subsequent fall term as of census (any number of units).

Fall-to-Spring Persistence Rate: Percentage of first-time students enrolled (as of census) in a given fall term who enroll in the subsequent spring term as of census (any number of units).



Strategic Goal 3: Increase Persistence and Eliminate Equity Gaps Term and Annual Persistence

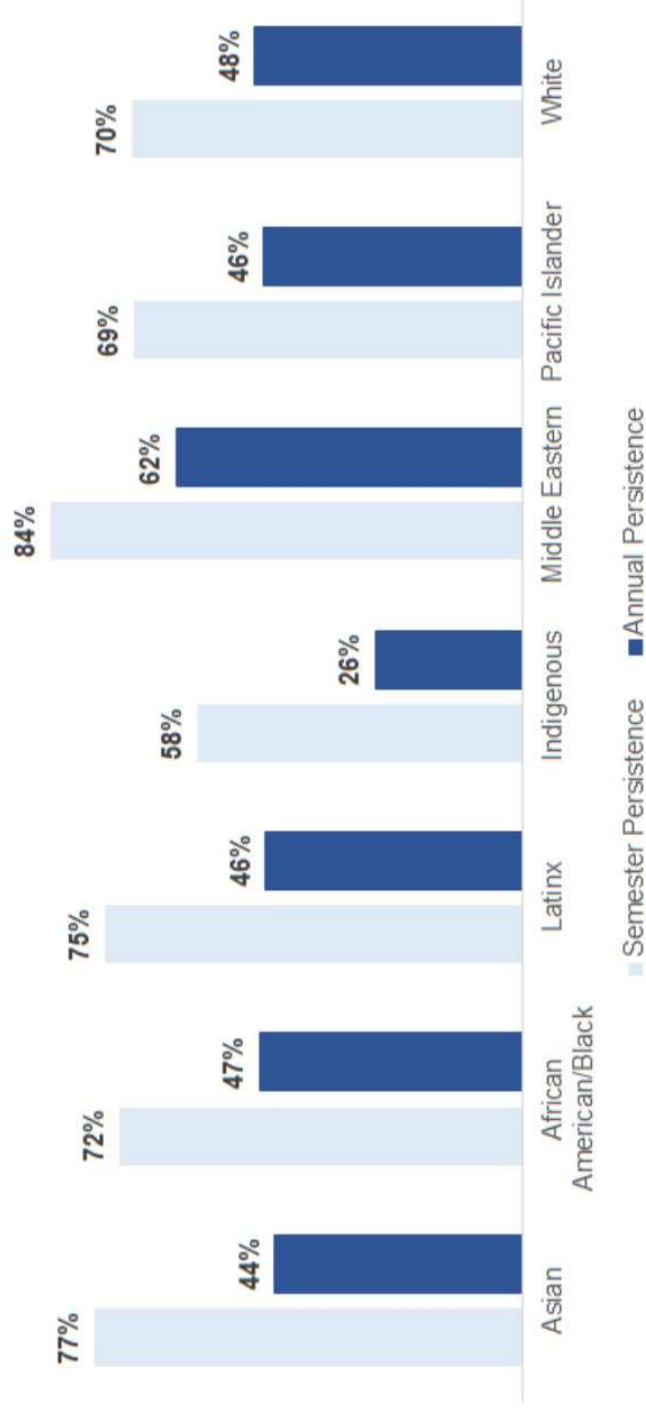
Term persistence increased two percentage points between Fall 2021 and Fall 2022. Annual persistence increased one percentage point between Fall 2020 and Fall 2021.



Strategic Goal 3: Increase Persistence and Eliminate Equity Gaps

Term and Annual Persistence by Race and Ethnicity

Indigenous student experienced equity gaps in semester and annual persistence rates. Asian students experienced equity gaps in annual persistence rates.



Note: This graph excludes the “two or more races” and “unknown” categories

Strategic Goal 4: Increase Completion & Eliminate Equity Gaps **Key Performance Indicators (KPIs)**

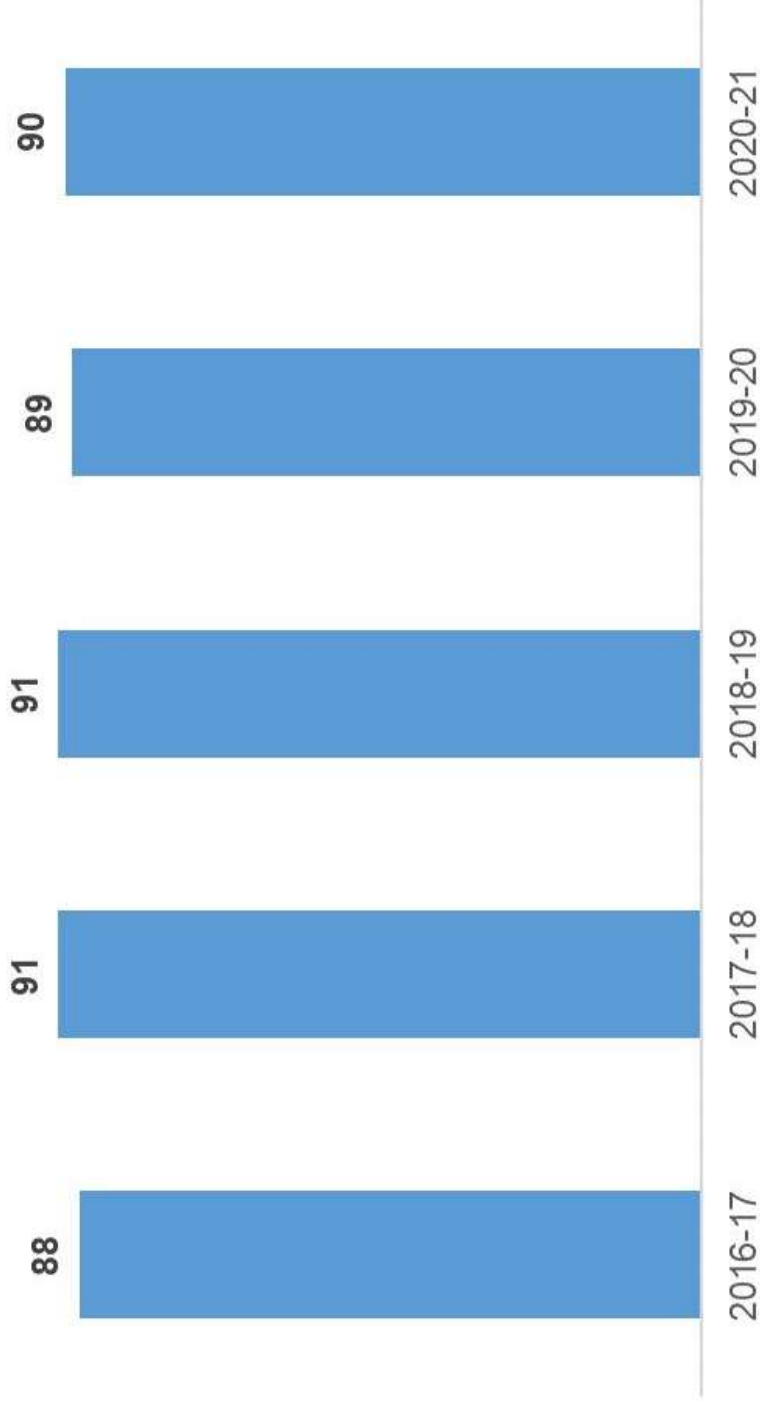
Mean Units Completed: Average number of units earned by associate degree graduates.

4-Year Completion Rate: Percentage of first-time, full-time students in a given fall term who complete an associate degree, certificate, transfer or become transfer prepared within 4 years.



Strategic Goal 4: Increase Completion and Eliminate Equity Gaps Mean Units Completed Among Associate Degree Earners

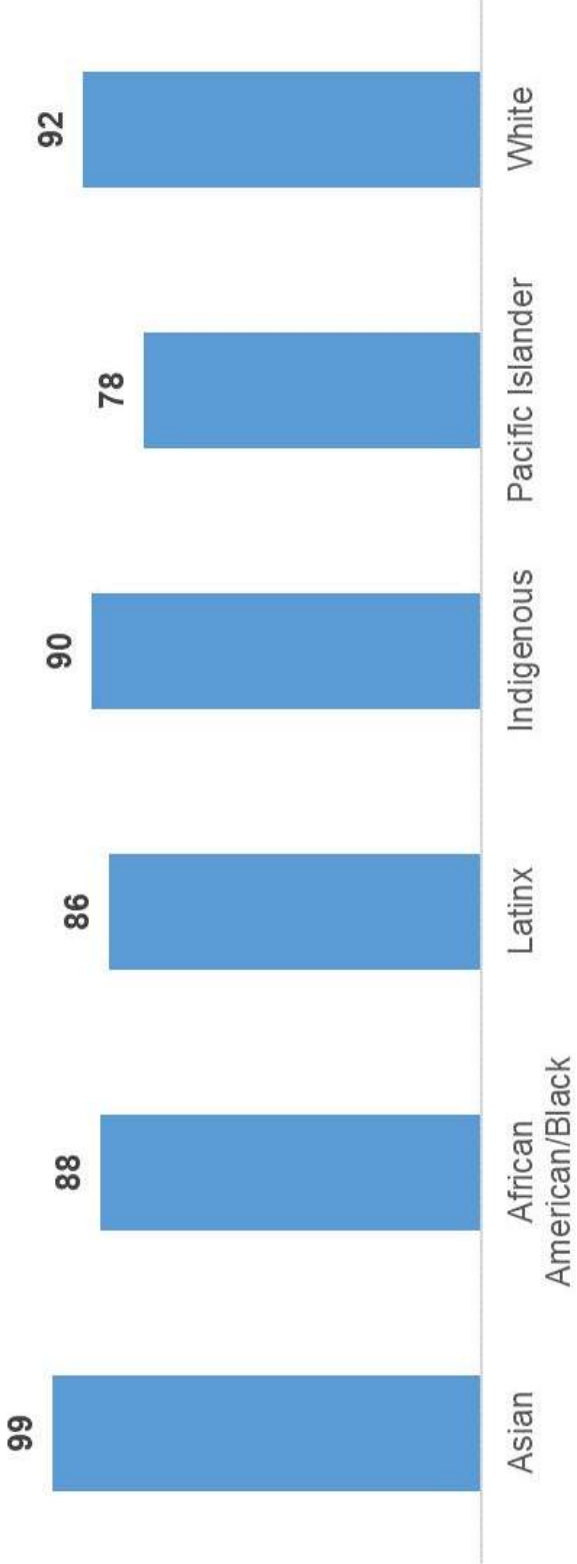
Average units completed among associate degree earners
increased by one unit from 2019-20 to 2020-21



Strategic Goal 4: Increase Completion and Eliminate Equity Gaps

Mean Units Completed Among Associate Degree Earners

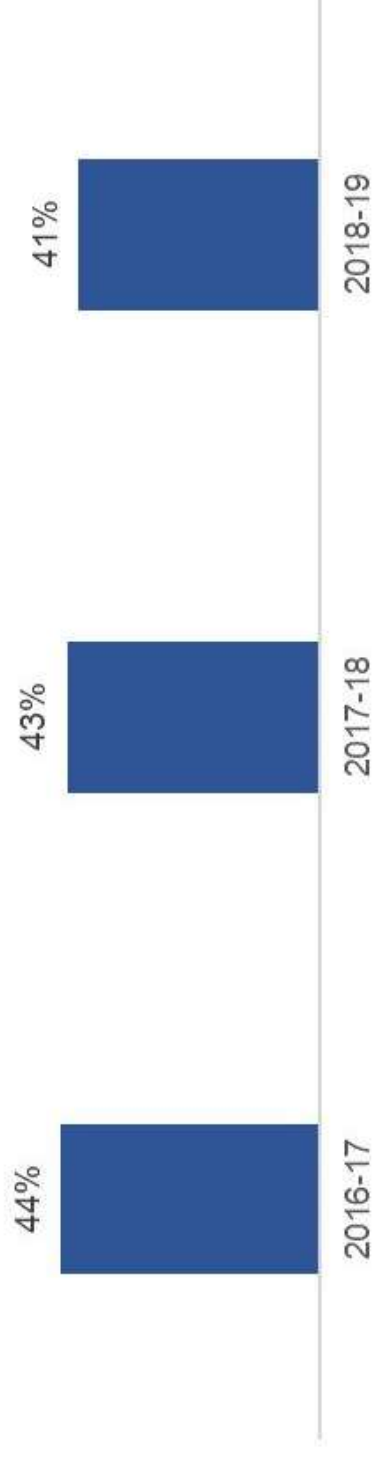
Associate degree earners who identify as African American/Black, Latinx, Indigenous, or Pacific Islander completed **fewer excess units**, on average, than those who identify as Asian or White



Note: This graph excludes the “two or more races” and “unknown” categories

Strategic Goal 4: Increase Completion and Eliminate Equity Gaps **4-Year Completion Rate - Full-Time Students**

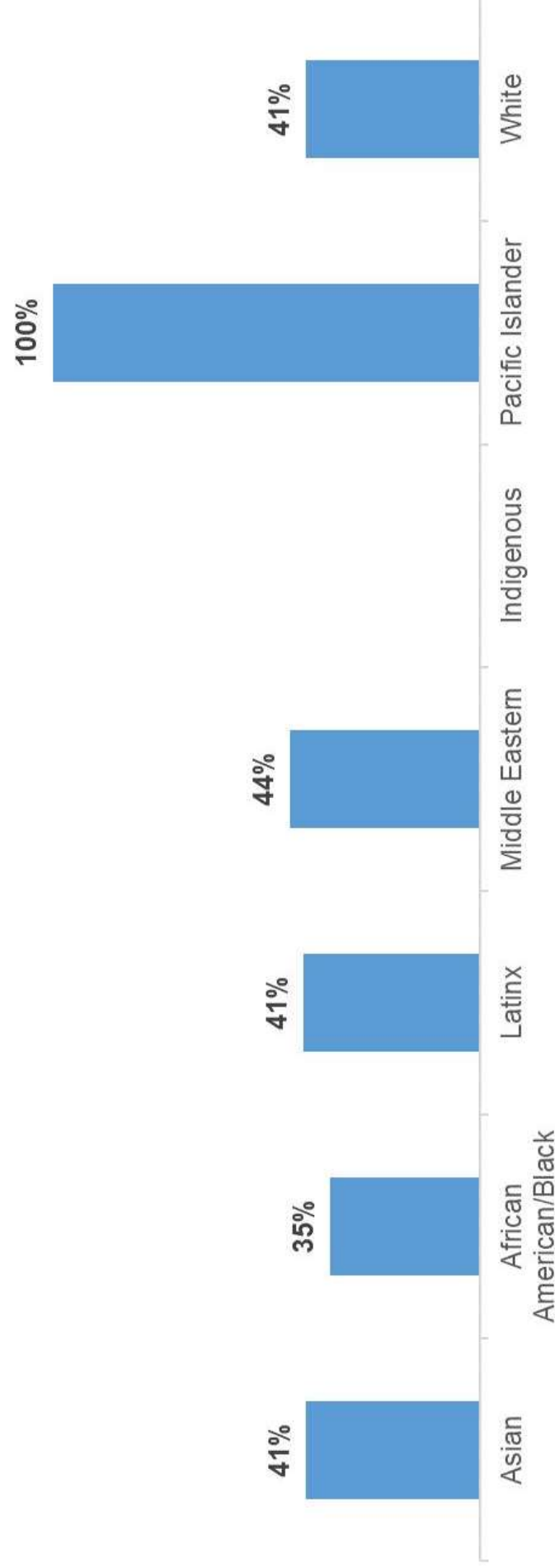
Full-time students' four-year completion rates
decreased by 2 percentage points from
2017-18 to 2018-19



Strategic Goal 4: Increase Completion and Eliminate Equity Gaps

4-Year Completion Rate - Full-Time Students by Race and Ethnicity

African American/Black students experienced equity gaps in 4-year completion rates



Notes: There were no Indigenous students in the 2018-19 full-time student cohort. This graph excludes the “two or more races” and “unknown” categories.

Strategic Goal 5: Increase Hiring & Retention of Diverse Employees **Key Performance Indicators (KPIs)**

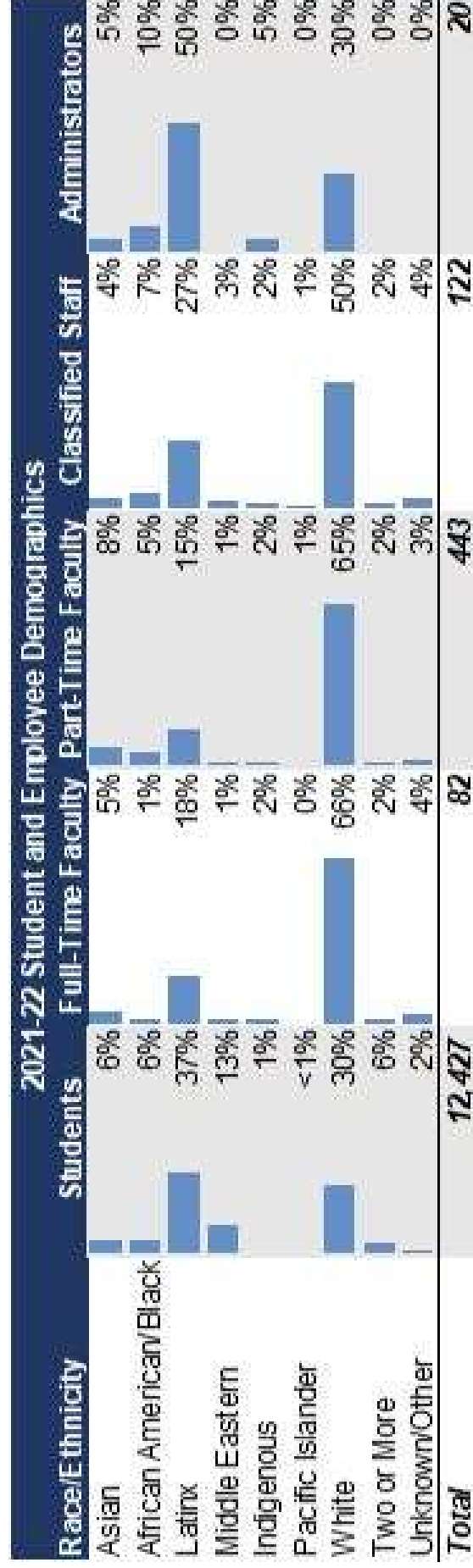
Student and Employee Demographics: The percentage difference in representation between students and employees by race/ethnicity.



Strategic Goal 5: Increase Hiring & Retention of Diverse Employees

Demographics for Students and Employees

Compared to our student population, **African-American/Black, Middle Eastern, and Latinx** groups are **underrepresented as full-time faculty**. **Middle Eastern** and **Latinx** groups are **underrepresented as part-time faculty and classified staff**. The **Middle Eastern** group is **underrepresented as administrators**.



Thank you to our Breakout Session Facilitators and Note-Takers!

Group/Goal	Facilitator	Note-Taker
1	Katie Cabral	Annalinda Arroyo
2	George Dowden	Tarah Roberti
3	Mary Graham	Alicia Munoz
4	Marissa Salazar	Heyley Troyer
5	Rafael Ayala	Kim Dudzik

Breakout Session I:

**Review Our Most Recent Performance Indicator Data
Discuss/Affirm Performance Standards and Targets**

Padlet

Based on the KPI data:

What is one point of pride for us?

What is one thing that sticks out to you as an area for improvement?



<http://tiny.cc/pointofpride>

10-minute break

INCREASE EQUITABLE ACCESS

Increase outreach, recruitment, and engagement in the community

- *Expand marketing/branding efforts to ensure relevance to communities we serve*
- *Increase community partnerships*

Adopt a student-centered class schedule development process

- *Optimize class modalities to meet student needs*

Integrate and expand outreach efforts with a pathways framework

- *Increase outreach/recruitment for adult education students*
- *Expand CCAP/dual enrollment*

Progress Highlights:

Outreach team increased presence at cultural events in the community

Outreach hired community liaisons focused on increasing access for communities of color

Intentional and expanded marketing to our diverse communities

Piloted additional dual enrollment courses for local high schools

INCREASE EQUITABLE ACCESS

Increase outreach, recruitment, and engagement in the community

- *Expand marketing/branding efforts to ensure relevance to communities we serve*
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Adopt a student-centered class schedule development process

- *Optimize class modalities to meet student needs*

Integrate and expand outreach efforts with a pathways framework

- *Increase outreach/recruitment for adult education students*
- *Expand CCAP/dual enrollment*

Progress Highlights:

Hosted fall workshop focused on building a student-centered schedule

Developed guiding principles for class schedule development

Created program matrices with data to help inform course offerings each semester

ELIMINATE EQUITY GAPS IN COURSE SUCCESS

Integrate equity-mindedness and anti-racism into our courses, programs, and services

- *Expand equity-minded professional development*
- *Develop and expand curriculum that reflects diverse backgrounds and perspectives*
- *Improve the student experience in distance education/hybrid learning environments as well as in-person learning environments*

Expand creation and utilization of Open Education Resources (OER)

Progress Highlights:

- Distance Education (DE) Team finalized 2022-28 DE Plan and created intentional annual goals and Online Teaching & Learning Committee (OTLC) workgroups
- Applied for the CCC Culturally Responsive Pedagogies and Practice Grant (up to \$300K over 2 years)
- POCR on track to badge 6 more courses by the end of Spring 2023
- Teaching & Learning Committee's (TLC) created new Teaching & Learning 5-Year Plan (2023-2028)
- Equity-Minded Teaching & Learning Institute (EMTLI) is currently running its 5th cohort
- Expanded Communities of Practice:
 - Teaching Dialogues (4th year), Equitable Grading Strategies (new!) Communities of Practice, SEED and Biology Department Communities of Practice
- Developed Local Cultural Diversity Degree Requirement
- Launched Ethnic Studies Program and AA Degree

**ELIMINATE EQUITY
GAPS IN COURSE
SUCCESS**

**Integrate equity-mindedness
and anti-racism into our
courses, programs, and
services**

- *Expand equity-minded professional development*
- *Develop and expand curriculum that reflects diverse backgrounds and perspectives*
- *Improve the student experience in distance education/hybrid learning environments as well as in-person learning environments*

**Expand creation and
utilization of Open Education
Resources (OER)**

Progress Highlights:

- Launched new Open Education Resources (OER) Committee and Faculty Coordinator position
- Fall 2022: 134 Zero Textbook Cost (ZTC) sections out of a total of 746 sections - 18% of sections are ZTC.
- Spring 2023: Faculty across 8 disciplines have support for OER work. 144 ZTC sections out of a total of 764 sections (or 19% of sections) are ZTC. Another 14 sections are identified as Low-Cost Texts.

INCREASE
PERSISTENCE +
ELIMINATE EQUITY
GAPS

Implement a pathways approach to student support by integrating instruction and student services

- *Expand outreach to students who stop out*
- *Implement an early alert process to proactively connect students with campus resources*
- *Create a seamless learning and support experience for students within Academic and Career Pathways*

Build a stronger sense of community among students and employees

Progress Highlights:

- Piloted and developed new outreach approaches to call students who stopped out since Fall 2022; contacted 416 students (or 11% of the 3,737) students who stopped out
- Connected students to campus resources and assigned Cuyamaca staff to follow up to support their re-enrollment and retention
- Built a stronger sense of community by connecting staff, administrators, and student workers across departments with each other and with our students needing support; increasing staff engagement through a shared sense of purpose
- Collected data from students to inform how the college can improve its student services for retention and student success

**INCREASE
PERSISTENCE +
ELIMINATE EQUITY
GAPS**

**Implement a pathways
approach to student support
by integrating instruction
and student services**

- *Expand outreach to students who stop out*
- *Implement an early alert process to proactively connect students with campus resources*
- *Create a seamless learning and support experience for students within Academic and Career Pathways*

**Build a stronger sense of
community among students
and employees**

Progress Highlights:

- Opened the new Together We Rise Latinx student center
- Expanded in-reach efforts via Find Your Pack Resource Fairs
- Collaborated across service areas on Registration Labs
- Expanded student engagement and community-building events
- Hired additional peer mentors focused on communities of color

INCREASE
COMPLETION +
ELIMINATE EQUITY
GAPS

Establish a culture of completion

- Increase awareness among students of career education programs that lead to high-need, high-wage careers
- Increase awareness of students' own progress toward completion and next steps
- Expand in-reach efforts for students who are close to completion
- Expand peer mentoring efforts

Create clear pathways to completion that address the goals of our diverse student population

Progress Highlights:

- Comevo is now live and our new orientation service
- Piloted Career Badging
- Continued with Academic & Career Pathways (ACP) Leads model
- Piloted ACP Canvas
- Revised the ACP Web Pages
- Expanded ACP embedded counseling (SBS & STEM)
- Increased marketing of ACPs
- Made progress on Degree Maps

INCREASE **HIRING
+ **RETENTION**
OF DIVERSE
EMPLOYEES**

Integrate equity-mindedness and anti-racism into hiring practices

- *Implement EEO program*

Expand equity-minded and anti-racist professional development

Create a work culture that values employees

and emphasizes employee wellbeing

- *Accommodate flexible work schedules where possible*
- *Optimize staffing to ensure manageable workloads*

Increase sense of belonging and community for employees, particularly among employees of color

Progress Highlights:

- Piloted updated personnel hiring processes (PEs)
- Piloted new Equal Employment Opportunity (EEO) Program
- Established EEO Site Lead positions at both colleges
- 24 Cuyamaca employees are trained as EEO representatives
- Developed District EEO Plan
- Created the EEO, Title IX, & Diversity Officer position
- Launched THRIVE Employee Retention Program
 - Welcome Events and Community Events
 - Employee Orientations and Professional Development Workshops

Breakout Session 2:

Discuss Achievements and Progress in 2022-23

Identify 2023-24 Priorities Based on Data

Padlet

What action step should be a top priority next year?



<http://tiny.cc/nexttoppriority>

Group Report-Outs

Next Steps

- IESE Office will collate and analyze the feedback received today
- Themes will be shared with IEC and other campus councils and committees and will help inform the Annual Action Plan for 2023-24 and will be shared as part of program review training for 2023-24

Thank you to our...

Facilitators.

Note-takers.

Students.

Everyone who participated today!